

The Influence of Internal Communication and Motivation on The Improvement of Employee Performance at Puri Pandawa Resort, Badung Regency, Bali

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INDEXING	ABSTRACT
Keywords: Keyword 1; Influence Keyword 2; Internal Communication Keyword 3; Motivation Keyword 4; Improvement Keyword 5; Employee Performance	The purpose of this study was to determine whether there was an influence of internal communication and motivation on improving employee performance at Puri Pandawa Resort. The type of research used was quantitative. The determination of the research sample was 30 respondents. The data collection steps used by the researcher were questionnaires. The data analysis technique was multiple linear regression analysis using the SPSS program. The results of the study proved that internal communication had a negative and insignificant effect on improving employee performance at Puri Pandawa Resort Badung Regency, Bali t count (-0.049), motivation had a positive and significant effect on improving employee performance at Puri Pandawa Resort Badung Regency, Bali t count (5.857). These results prove that motivation has a positive and significant effect on improving employee performance at Puri Pandawa Resort Badung Regency, Bali.

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INTRODUCTION

Human resources are assets in a company and have a very important influence in achieving a work environment in improving employee performance at "Puri Pandawa Resort, Badung Regency, Bali" which would not be possible without the active role of HR, in a company there needs to be internal communication regarding good employee performance between superiors and subordinates in order to build togetherness between two or more people. According to Setyaningrum (2021). Apart from capital, company employees are the most valuable assets. Without employees a company cannot move, the company's goals cannot be achieved because the main actors of the company do not exist (Natsir and Bangun, 2021; Cappelli, 2023).

One of the important problems faced by leaders is how to improve employee performance so that it can support successful achievement (Kalu, *et al*, 2018). The art of managing the role of one workforce with another to be effective and efficient is not an easy thing (Ozkan-Ozen and Kazancoglu, 2022). Puri Pandawa Resort Badung Regency, Bali has a scope of work space, of course has employees consisting of high school / vocational school / bachelor's graduates, as well as recruitment of employees from the community, this encourages research on the influence of internal communication and motivation on improving employee performance at Puri Pandawa Resort Badung Regency, Bali. A comfortable and pleasant working environment will support employees to be able to work well and correctly and precisely which can ultimately increase high work efficiency which can be used as a tool to achieve the

goals of Puri Pandawa Resort Badung Regency, Bali.

So, humans can be seen as a determining factor because it is in the hands of humans that all innovations will be realized in an effort to realize the goals of a company (Martinidis, 2017). From the explanation above, there is a purpose of this study is to find out whether there is an influence of internal communication on employee performance at Puri Pandawa Resort, Badung Regency, Bali? To find out whether there is an influence of motivation on employee performance at Puri Pandawa Resort, Badung Regency, Bali? To find out whether there is an influence of internal communication and motivation on improving employee performance at Puri Pandawa Resort, Badung Regency, Bali?

LITERATURE REVIEW

Good communication will have a positive impact on the working atmosphere in the company. Communication is a process that cannot be avoided by company employees. Communication is one way to get a good job. Excessive and inadequate communication will reduce employee performance because communication also functions to strengthen employee performance motivation (Mawardi *et al.*, 2024).

Meifilina (2015) stated that currently, communication is a broad process involving the exchange of signals, both verbal and non-verbal, between the sender and the receiver in an effort to change behavior. Communication is a consequence that must be done by every individual living on this earth, because communication can easily get what they want, to survive and carry out their activities like other humans. Communication also has effective communication functions and processes, therefore there are four functions of communication, including the Control Function, Motivation Function, Emotional Statement Function, and Information Function.

According to Noviani, (2021) stated that motivation is a drive to create a person's work spirit so that they can work together optimally. The role in encouraging employee performance at Puri Pandawa Resort, Badung Regency, Bali, can encourage them to work harder. Therefore, motivation can be interpreted as a driver of someone's behavior based on the desire to obtain something, motivation to work is very much needed to increase work productivity. Indicators of this Motivation consist of Physical Needs, Needs for Safety and Security, Social Needs, and Needs for Appreciation.

RESEARCH METHOD

This type of research uses a quantitative descriptive method using a case study approach. The location of this research is in Banjar Jaba Pura, Jl. Pantai Pandawa, Kutuh, Kec. South Kuta, Badung Regency, Bali. The population in this study were 30 employees at Puri Pandawa Resort, Badung Regency, Bali. The sample of this study was 30 employees at Puri Pandawa Resort, Badung Regency, Bali, which were taken using the saturated sampling method, meaning that the entire population was used as a research sample.

The researcher used a survey method in this study, namely by distributing a list of statements that had previously been compiled in writing, structured and systematic, then delivering them directly to the research location to be submitted, filled in and answered by respondents and finally returned to the researcher. In measuring this study, a questionnaire was submitted where respondents were asked to answer according to their opinions. All instruments use a Likert scale with a value of 1 to 5 scores. For data measurement steps such as Observation, Interviews, Questionnaires, and Documentation.

RESULT AND DISCUSSION

Validity Test

This test is carried out to see whether the existing questionnaire can... reveal the data contained in the research variables precisely. The results of the questionnaire validity test can be known so far where the collected data corresponds to the variables study. For the level of validity, a significance test was carried out with compare the calculated r with the r_{table} for *Degree Of Freedom* ($df = n-1$). In this case n is the number of samples. In this study, the magnitude of df can calculated $30-2$ or $df = 28$ with *alpha* 0.05 (α 5%), the r_{table} is 0.374. If $r_{count} > r_{table}$ and sig value > 0.005 then item The question can be said to be valid, and conversely if $r_{count} < r_{table}$ then the question is not valid. The results of the analysis can seen in the following table.

Table 1. Results of the Validity Test of Internal Communication Variable Instruments

Variable	Item	Corrected Item- Total Correlation (r_{hitung})	r_{table}	Sig	Description
Internal Communication (X1)	Item_1	0.537	0.374	0.002	Valid
	Item_2	0.749		0.000	Valid
	Item_3	0.727		0.000	Valid
	Item_4	0.657		0.000	Valid
	Item_5	0.733		0.000	Valid

Source: Processed Data, 2025

Based on the results of the validity test analysis in the table, it can be seen that the internal communication variable has a calculated r value in the *Corrected Item-Total Correlation column* for each item has a calculated $r >$ and positive compared to the r_{table} for ($df = 30-2 = 28$ and *alpha* 0.05, the r_{table} is 0.374, so it can be concluded that all question items from the internal communication variable are declared valid .

Table 2. Results of the Validity Test of the Motivation Variable Instrument

Variable	Item	Corrected Item- Total Correlation (r_{hitung})	r_{table}	Sig	Description
Motivation (X2)	Item_1	0.655	0.374	0.000	Valid
	Item_2	0.782		0.000	Valid
	Item_3	0.527		0.000	Valid
	Item_4	0.723		0.000	Valid

Source: Processed Data, 2025

Based on the results of the validity test analysis in the table, it can be seen that the motivation variable has a calculated r value in the *Corrected Item-Total Correlation column* for each item having a calculated $r >$ and positive compared to the r_{table} for ($df = 30-2 = 28$ and *alpha* 0.05 in the r_{table} of 0.374, it can be concluded that all question items from the motivation variable are declared valid.

Table 3. Results of Validity Test of Employee Performance Variable Instruments

Variable	Item	Corrected Item-Total			Description
		Correlation (r_{hitung})	r_{tabel}	Sig	
Employee Performance (Y)	Item_1	0.767	0.374	0.000	Valid
	Item_2	0.493		0.000	Valid
	Item_3	0.624		0.000	Valid
	Item_4	0.885		0.000	Valid
	Item_5	0.603		0.000	Valid
	Item_6	0.563		0.001	Valid

Based on the results of the validity test analysis in the table, it can be seen that the employee performance variable has a calculated r value in the *Corrected Item-Total Correlation* column for each item having a calculated $r >$ and positive compared to the r_{table} for $(df) = 30-2 = 28$ and alpha 0.05 in the r table of 0.374, it can be concluded that all question items from the employee performance variable are declared valid.

Reliability Test

Reliability Test is a measurement carried out in this research by calculating *Cronbach alpha*. A variable is said to be *reliable* . if it has a *Cronbach Alpha coefficient* of more than 0.60 (Ghozali, 2016) . Results The reliability test is presented as follows:

Table 4. Results of Reliability Test of Internal Communication Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.645	5

Source: Processed Data, 2025

Based on the results of the validity test analysis in the table , it can be seen that the reliability test on the internal communication variable can be declared reliable. This can be proven based on *the Cronbach's Alpha method* (using a statistical test program) showing that *the Cronbach's Alpha value* has a value of 0.645 which is greater than 0.06 ($0.645 > 0.06$, so it can be seen that the reliability test on the internal communication variable can be declared reliable.

Table 5. Results of the Reliability Test of Motivation Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.759	4

Source: Processed Data, 2025

Based on the results of the validity test analysis in the table , it can be seen that the reliability test on the motivation variable can be declared reliable. This can be proven based on *the Cronbach's Alpha method* (using a statistical test program) showing that *the Cronbach's Alpha value* has a value of 0.759 which is greater than 0.06 ($0.759 > 0.06$, so it can be seen that the reliability test on the motivation variable can be declared reliable.

Table 6. Results of Reliability Test of Employee Performance Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
0.801	6

Source: Processed Data, 2025

Based on the results of the validity test analysis in the table , it can be seen that the reliability test on the employee performance variable can be declared reliable. This can

be proven based on *the Cronbach's Alpha method* (using a statistical test program) showing that *the Cronbach's Alpha value* has a value of 0.801 which is greater than 0.06 ($0.801 > 0.06$, so it can be seen that the reliability test on the employee performance variable can be declared reliable .

Normality Test

Table 7. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.36222723
	Most Extreme Differences	
	Absolute	.097
	Positive	.097
	Negative	-.093
Test Statistic		.097
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Processed Data, 2025

In table 7 , it can be concluded that the Asymp. Sig. (*2-tailed*) value is 0.200, $> \alpha = 0.05$, ($0.200 > 0.05$) which means that it is in accordance with decision making using the *Kolmogorov-Smirnov test* , the data has a normal distribution and has met the normality requirements in the regression model.

Multicollinearity Test

Table 8. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Komunikasi Internal (X ₁)	0.336	2.981
Motivasi (X ₂)	0.336	2.981

Source: Processed Data, 2025

Based on the analysis results found in the table , it can be seen that the *Tolerance value* of the internal communication variable (X₁) is $0.336 > 0.10$, while the *VIF value* of the Auditor Competence variable (X₁) has a value of $2.981 < 10$. Meanwhile, the Motivation variable (X₂) has a *Tolerance value* of $0.336 > 0.10$, while the VIF value of the Motivation variable (X₂) has a value of $2.981 < 10$. Therefore, it can be concluded that there is no multicollinearity symptom in the regression model .

Heteroscedasticity Test

Table 9. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	-0.855	1.446	-0.020	-0.591	0.560
Komunikasi Internal (X ₁)	-0.007	0.114	0.283	-0.062	0.951
Motivasi (X ₂)	0.126	0.143	-0.020	0.884	0.385

Source: Processed Data, 2025

Based on the results of the analysis found in table 1 , it can be seen that the significance value of the internal communication variables (X₁) and motivation (X₂) has a Sig value of 0.951 and $0.385 > \alpha = 0.05$. Based on this, it can be concluded that according to the decision making from the glejser test there is no heteroscedasticity in the regression model .

Multiple Linear Regression Analysis Test

Table 10 Results of Multiple Linear Regression Analysis

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	13.157	2.641		4.982	0.000
Komunikasi Internal (X ₁)	-0.010	0.208	-0.012	-0.049	0.961
Motivasi (X ₂)	0.747	0.261	0.693	5.857	0.003

Source: Processed Data, 2025

$$Y = 13.157 + -0.010 X_1 + 0.747 X_2 + e$$

Based on the results above, it can be explained as follows:

- Changes in internal communication variables (X₁) which show a negative value (-0.010) which means that the regression coefficient value has a negative direction which can be interpreted that the internal communication variable (X₁) has a negative impact on employee performance, therefore internal competence is one of the main foundations in determining the quality and performance of an employee. When internal competence, such as knowledge, skills, work attitudes, and critical thinking skills are below the required standards, then directly or indirectly it will have a negative impact on individual and team performance in the organization.
- Changes in the motivation variable (X₂) which shows a positive value (0.747) which means that the regression coefficient value has a positive direction which can be interpreted that the motivation variable (X₂), which means that positive motivation, both from within (intrinsic motivation) and from external factors such as awards, recognition, or career development opportunities, can increase employee enthusiasm and involvement in every work activity. Motivated employees will be more proactive, innovative, and willing to contribute more than just job demands.

Hypothesis Testing (t-Test)

The hypothesis proposed in this study is:

H_a: There is a significant influence between internal communication and motivation on employee performance at Puri Pandawa Resort, Badung Regency, Bali.

H₀: There is no significant influence between internal communication and motivation on employee performance at Puri Pandawa Resort, Badung Regency, Bali.

Table 11. t-Test Results (Partially)

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	13.157	2.641		4.982	0.000
Komunikasi Internal (X ₁)	-0.010	0.208	-0.012	-0.049	0.961
Motivasi (X ₂)	0.747	0.261	0.693	5.857	0.003

Source: Processed Data, 2025

Based on these calculations, the regression coefficient value can be seen in table 1 , which can be explained as follows:

- a. Hypothesis one (H1) states that the internal communication variable has a negative and insignificant effect on improving employee performance at Puri Pandawa Resort, Badung Regency, Bali. Based on the results of the statistical test $t_{count} > t_{table}$ ($-0.049 < 1.697$) shows the significance value of audit quality which is ($0.961 > 0.05$) so it can be concluded that H1 is rejected, which means that the internal communication variable has a negative and insignificant effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali.
- b. Hypothesis two (H2) states that the motivation variable has a positive and significant effect on improving employee performance at Puri Pandawa Resort, Badung Regency, Bali. Based on the results of the statistical test $t_{count} > t_{table}$ ($5.857 > 1.697$) shows the significance value of audit quality which is ($0.003 < 0.05$) so it can be concluded that H2 is accepted, which means that the motivation variable has a positive and significant effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali.

Model Test (F Statistic Test)

Table 12. Model Test Results (F Test)

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	47.152	2	23.576	11.829	.000 ^b
	Residual	53.814	27	1.993		
	Total	100.967	29			

Source: Processed Data, 2025

Based on the results of the analysis in the table above, it can be seen that with a significant number of 0.000. It can be concluded that the significant number of 0.000 is smaller than the significant level α of 0.05. ($F_{count} 11.829 > F_{count} 3.316$). It can be concluded that H_0 is rejected and H_a is accepted. This means that the variables of internal communication (X1) and motivation (X2) together (simultaneously) have an effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali.

Coefficient of Determination (R²)

Table 13. Results of the Determination Coefficient Test (R²)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.683 ^a	0.667	0.428	1.41178	2.114

Source: Processed Data, 2025

Based on the results of the analysis of the Determination Coefficient (R²) above, it can be seen that the value of the determination coefficient (R square) is 0.667, meaning that it can be concluded that the influence of internal communication (X1) and motivation (X2) on employee performance at Puri Pandawa Resort, Badung Regency, Bali (Y) is 66.7%, while 33.3% can be influenced by other factors outside this study.

DISCUSSION

The Influence of Internal Communication on Employee Performance at Puri Pandawa Resort in Badung Regency, Bali

Based on the results of multiple linear regression analysis used to test the influence of internal communication variables on employee performance at Puri Pandawa Resort, Badung Regency, Bali, it was found that the regression coefficient

value of the internal communication variable produced from this study was obtained at -0.010 with a negative coefficient sign. The negative coefficient sign from the results of this analysis indicates that the tendency for the weaker influence of internal communication will affect the tendency for the weaker employee performance, or vice versa.

Based on the results of testing H_1 using the t-test, it is known that H_1 is rejected, namely that there is an influence of internal communication on employee performance. at Puri Pandawa Resort, Badung Regency, Bali. Which means that in the midst of increasingly tight competition in the tourism industry in Bali, especially in the Badung Regency area which is one of the leading tourist destination centers, Puri Pandawa Resort, Badung Regency, Bali. faces quite serious internal challenges, namely weak internal communication.

Lack of clarity in the delivery of information between departments, minimal coordination between management and operational staff, and the absence of constructive feedback create confusion in the implementation of daily tasks. Employees often do not clearly understand what the company's priorities are, resulting in miscommunication that leads to decreased productivity. As a result, the image and reputation of Puri Pandawa Resort, Badung Regency, Bali in the eyes of customers is threatened to decline.

The Influence of Motivation on Employee Performance at Puri Pandawa Resort, Badung Regency, Bali

Based on the results of multiple linear regression analysis used to test the influence of motivation variables on employee performance at Puri Pandawa Resort, Badung Regency, Bali, in It can be seen that the regression coefficient value of the internal communication variable produced from this study was obtained at 0.747 with a positive coefficient sign. The positive coefficient sign from the results of this analysis indicates that the stronger the tendency to influence employee performance.

Based on the results of testing H_2 using the t-test, it is known that H_2 is accepted, namely that there is a significant influence on employee performance. at Puri Pandawa Resort Badung Regency , Bali. Which means that Puri Pandawa Resort Badung Regency, Bali, which is located in the strategic tourism area of Badung Regency, Bali, always strives to maintain the quality of service for guest satisfaction and business sustainability. One of the key factors that plays a major role in achieving these goals is employee work motivation. At this resort, motivation that is built consistently has been proven to have a positive impact on improving individual and team performance.

Fair incentives, recognition for achievements, and a supportive work environment create high morale among employees. Strong motivation also encourages employees to be more proactive in solving problems, taking the initiative to make improvements, and showing high loyalty to the company. Thus, a positive work culture is formed, supporting a harmonious and collaborative work climate.

The Influence of Internal Communication and Motivation on Improving Employee Performance at Puri Pandawa Resort, Badung Regency, Bali

Based on the test results on the F test, it was found that internal variables and motivation have an effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali, this can be proven at a significant value of 0.000. So it can be concluded that the significant number of 0.000 is smaller than the significant level α of 0.05. ($F_{\text{count}} 11.829 > F_{\text{count}} 3.316$). So it can be concluded that H_0 is rejected and H_a is accepted. This means that the internal communication variables (X_1) and motivation (X_2) together

(simultaneously) have an effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali.

Based on the results of testing H_3 using the t-test, it is known that H_3 is accepted, namely that there is a significant influence on employee performance. at Puri Pandawa Resort Badung Regency, Bali. Which means that in the hospitality industry that relies heavily on excellent service, such as Puri Pandawa Resort Badung Regency, Bali, employee performance is a crucial factor in determining guest satisfaction and operational success. Two important aspects that influence this performance are internal communication and work motivation. When these two factors are managed well, they will together create a positive synergy towards improving employee performance. Internal communication refers to the exchange of information, ideas, and instructions between management and employees as well as between employees in the work environment. At Puri Pandawa Resort Badung Regency, Bali, motivation can come from: fair compensation, recognition for achievement and career development opportunities.

CONCLUSION

Internal communication does not have a significant effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali, which means that management pays more attention to improving the quality of internal communication. Effective internal communication plays an important role in creating a harmonious work environment, clarifying tasks and responsibilities, and strengthening the relationship between leaders and employees. Improving internal communication can be done in various ways, such as communication training for superiors and staff, using more structured communication media (such as official emails, digital bulletin boards, or internal applications), and regularly holding team meetings or daily briefings.

Motivation has a significant effect on employee performance at Puri Pandawa Resort, Badung Regency, Bali, which means that employees who have a high level of motivation show better performance, are more responsive to tasks, and are more loyal to the company. Therefore, resort management is advised to develop a program to improve work motivation on an ongoing basis. The program can be in the form of providing fair and transparent incentives, awards for work achievements, providing opportunities for career development, and creating a supportive and pleasant work environment.

Together, internal communication and motivation have a significant influence on improving employee performance. This shows that in order to achieve excellent service quality and maintain competitiveness in the hospitality industry, Puri Pandawa Resort Badung Regency, Bali needs to pay serious attention to factors that affect employee performance, especially internal communication and work motivation.

SUGGESTION

1. In this study, the smallest indicator of the Internal Communication variable (X1), namely; Understanding, Puri Pandawa Resort Badung Regency, Bali is expected to be able to maintain effective internal communication between each employee at Puri Pandawa Resort Badung Regency, Bali so that management maintains good relationships when completing tasks without any lost internal communication. It is recommended that Puri Pandawa Resort Badung Regency, Bali maintain communication that must be more open to employees, so that it is clearer and easier to understand.
2. In this study, the smallest indicator of the Motivation variable (X2), namely; Social Needs, Puri Pandawa Resort Badung Regency, Bali should be improved regarding

increasing employee performance motivation, for management to pay attention to what the employee needs. It is recommended that Puri Pandawa Resort Badung Regency, Bali to improve the establishment of a good social need between subordinates and management of Puri Pandawa Resort Badung Regency, Bali, there needs to be freedom of internal communication in order to provide solutions more effectively.

3. In this study, the smallest indicator of the Employee Performance variable (Y), namely; Quantity, Puri Pandawa Resort Badung Regency, Bali, in terms of quantity, labor productivity tends to be low. Many tasks are not completed completely or require repetition due to lack of seriousness and lack of responsibility. To overcome this problem, it is recommended that Puri Pandawa Resort Badung Regency, Bali increase the needs required by employees by motivating subordinates to participate in activities and training to improve knowledge and skills.

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